

I am deeply moved by the honor you have paid me tonight with the James Forrestal Memorial Award for 1965. It is a most rewarding experience to join the privileged few who have been honored in this way, and I will always remember it.

I was in the operating forces of the Navy when Mr. Forrestal was Secretary of the Navy, and later when he became our first Secretary of Defense. I knew him as a man who had great faith in people. The vision which he displayed in bringing industry and defense closer together contributed materially to the development of the Polaris system.

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It was truly a national effort, and a testimonial to his belief that inside and outside the government, people should, could, and would work together in the national interest.

This occasion is giving me a welcome opportunity to talk with so many close friends and former shipmates that I want to keep my remarks brief and to the point, so that we will have more time to get together.

25 YEAR RE-REVIEW

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Tonight I want to talk briefly about one of the great challenges I have encountered during my past year as Director of Central Intelligence. Fortunately, it is one of the aspects of intelligence that I can talk about. I sometimes wish that we could tell you more. I can assure you that we deserve the confidence and the support of the public, and it is gratifying and helpful to have it. But the nature of intelligence is such that we have to operate under very tight restrictions, and all too often our public image is formed in part by those who are not our friends.

The problem I want to talk about, simply stated, is long-range planning to assimilate into the intelligence business new technology, innovation, and change.

Every one of us, on a daily basis, has to face the fact that change is not only inevitable--it is continuous. Ballistic missiles, for instance, not only brought about a major change in our defense posture, but also made us very conscious of how fast this rate of change can be. We recognized that we had to think ahead, that there was a need for new management systems with which we could plan ahead on a continuous basis, and cope with a rapid rate of change.

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It should, therefore, not surprise anyone here that we are up-dating the management of the United States intelligence services. We have introduced new planning and programming systems which encourage innovation. We have established a climate in which people can get involved, and committed to the concept of progressive advancement through continuous change. Uncertainties are being brought under attack, and no one is operating under the illusion that the latest change is the last change.

The intelligence officers and the intelligence machinery that I found when I took over as Director were highly capable, highly organized, and producing in an outstanding manner.

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Now, you may ask why--with the many things that a Director of Central Intelligence must do----why I elected to put my greatest emphasis on modifying our management systems. The answer is simple.

First, the struggle with Communism is essentially one of competition between management systems.

Second, we are discovering that there are not as many unknowns as one might think. The key in this competition is accurate intelligence about the other fellow's capabilities.

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Thus the key to my job, as I see it, is to ensure that we have the system--both today and in the future--to know what those capabilities are. We don't want any new products, ideological or military, to be developed by our competitor for which we are not fully prepared.

There is no substitute for careful and systematic planning. It is the only way that you can hope to stay ahead of the competition. At the same time, careful and systematic planning of the intelligence process--in our consideration of future trends--will show us where to concentrate our major emphasis;

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For example, the forecast of what opposing forces are likely to be facing the United States five years from now has permitted the President and the Secretary of Defense to make informed judgments that are saving the American people billions of dollars. Informed spending is our best means of achieving cost effectiveness, and eliminating the added cost of unnecessary armaments.

No discussion of management can be complete without reference to the vital role which information plays in an organization. Timely, reliable information is the essential ingredient for responsible decision-making.

~~A manager who does not have access to accurate information can neither control his organization nor plan~~

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A manager who does not have access to accurate information can neither control his organization, nor plan for its continued growth. This is a truism in industry, and I think the principle is even more applicable to the field of intelligence.

Our highly complex modern society places demands on us every day to digest more and more information in less and less time. The luxury of making decisions in a leisurely and deliberate manner is a thing of the past, and it should be apparent that the time gap which remains between deliberation and action continues to shrink rapidly. For a ballistic missile, no two points on the surface of the earth are more than 30 minutes apart. That means that we must be able to make decisions quickly, or run the risk that they will go by default.

In my present position, I am keenly---almost painfully---aware of this fact. We receive a staggering amount of classified information every day, from all over the world, on every <sup>conceivable</sup> ~~subjectable~~ subject. You can appreciate how important it is to the President, and to the nation, that this mass of raw information is analyzed quickly, and turned into meaningful judgments. Intelligence is useful in decision-making only when it provides all of the things that should be known in advance of initiating a course of action.

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It is therefore a matter of vital concern to our national security that our information processing mechanisms will analyze and disseminate intelligence as rapidly as possible once it is collected.

I believe that our information processing network can reap an enormous benefit for our national security by the continuing assimilation of the latest technical equipment available from industry. One contribution is to marry communications to computers, and this is precisely what we have under way. This combination of electronic controls is absolutely essential if we are going to make the United States intelligence apparatus function in real time.

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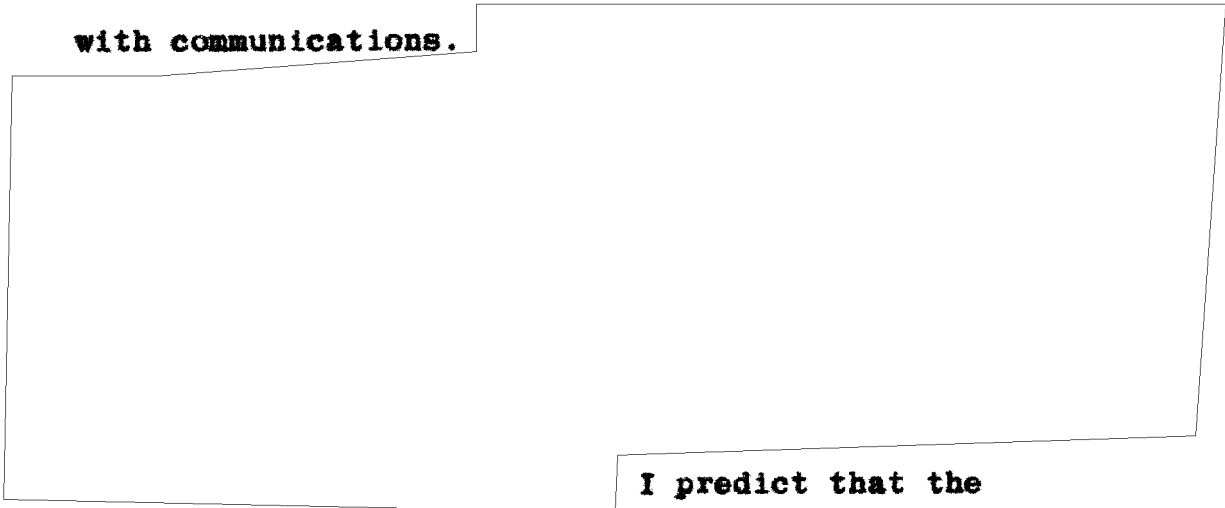
I do not want to leave the impression that intelligence is entering a mechanical, push-button age.

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I am blessed with an exceptionally high level of human resources at the Central Intelligence Agency, and the man is going to remain the master of the machine as long as the word "intelligence," by any definition, remains a function of the human mind. The load, and the pressure, and the responsibilities, however, are such that we are calling on the machines to accelerate, to magnify, and to multiply the capabilities of our human resources.

Another part of our plan to harness machines to the management of intelligence information has to do with communications.



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I predict that the quality of our information will go up, and we will improve immeasurably our ability to have the right information available at the right time and at the right place.

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Next, I want to be sure that the systems we develop are planned in such a way that all of the levels of intelligence management which are involved in the decision-making process will be served effectively. We must know in advance what range of facts may be needed by the various managers, and the ultimate information processing system must be capable of providing these key facts.

This concept of information-gathering and forward planning--that is, managing for change--is not new. The approach to the management of intelligence, however, has given us a jolt.

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I wish I could go into detail on this broad array of very satisfying specifics and accomplishments. I can only say that if you could compare our forward goals, and our projected plans and methods of today, with those existing 10 years ago, it would be like comparing the Saturn missile with the horse and buggy.



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New collection approaches are bringing in masses of new detailed information. New analytical methods explore and interpret this information in ways which were unavailable in the past. The communications from the collector to the analyst and on up to the President have placed Washington in a position of tactical as well as strategic command. Modern science has given us sensors which range beyond the human limits of sensitivity.

Our planning today assumes that no objective is too elusive, too small, too distant or too confused to be attained; no light is too bright or too dim; no environment is inaccessible; no radiations cannot be detected. The scientific devices which are available to intelligence today, or which we have under development, can pierce through virtually every barrier. The information which they give us can be magnified, manipulated, reproduced and compared at increasingly faster rates, to give the policy maker a precise knowledge of conditions in the real world, and on an almost real time basis.

We are learning. I do not suggest that we do not pump dry wells, or hit a blank wall, occasionally. But I am convinced that in this exploration of new systems to collect and digest an increasing range of information in a decreasing time frame, ~~we have found the key to success in the protracted competition~~

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we have found the key to success in the protracted competition of years to come.

In order to do this---to plan now in such a way that we will be in front and stay out in front in the future---I must use the flexibility provided to me by law for the creation of a fast-moving, hard-hitting service, dedicated to American interests. The legislators who established the Central Intelligence Agency nearly 20 years ago understood the need for this fourth dimension of defense. They provided the wherewithal to meet the threat head-on, not only in 1947, but today, and we are still able to function under their original charter. We would be unworthy of their foresight, and I would not be doing my own job, if we sat back on the performance and the capabilities of the present, and ignored the need to build and manage meaningful change for the future.

In our open society, with its free enterprise system of government, the dreams and the desires of the people have always been the controlling factor. This is what has given us our position of world leadership today, and will maintain this leadership in the future. We have been working hard on our dreams for many years, and we have come a long, long way.

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The new technology does not need to threaten those dreams. Rather, it has enlarged the horizons of the possible so that our dreams can be even bigger and better. Those who moan that modern technology has created the instruments to destroy our dreams simply do not have the intelligence, the vision, and the courage to see that these are also the instruments to protect our increasing horizons for the future.

This can be so, as long as dedicated men and women in all fields of intelligence and defense, backed up by our technical and industrial know-how, keep working to increase our vigilance against any threat to peace and freedom anywhere in the world. For my part, I want to assure you that this nation today has the best intelligence service in the world, and we intend to keep it that way.